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Evaluating Civil/Military Cooperation in Development Perspectives from Asia and the Middle East





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Standard Models of Civil/Military Cooperation:

- **Steady-State Model**
- **Disaster Relief Model**
- **Reconstruction Model**
- **New Model: Stabilization Operations**



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Three Phased Survey/Interviews:

- 1. Documents & Survey/Interviews with USAID Mission personnel**
- 2. Documents & Survey/Interviews with Military personnel**
- 3. Documents & Survey/Interviews on Counterinsurgency**



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Questions

- 1. What do civilians and military personnel perceive are the advantages and disadvantages of their partnership?**
- 2. Do Civilian and military personnel believe that Civil/Military Cooperation is good for development?**
- 3. How much do differences in organizational cultures interfere with effective Civil/Military Cooperation in development?**



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Additional PRT Questions

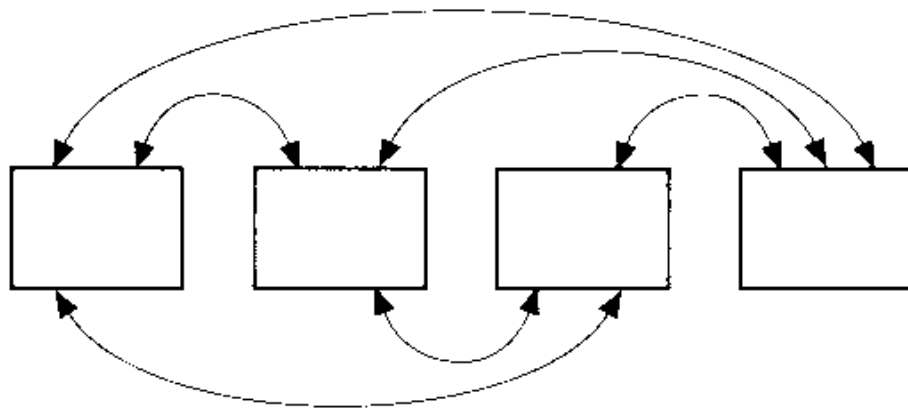
- 1. Did you understand your mission?**
- 2. Do you think you achieved your mission?**
- 3. Do you think civilian and military missions complemented each other?**
- 4. How well prepared are civilians and military personnel to work together?**



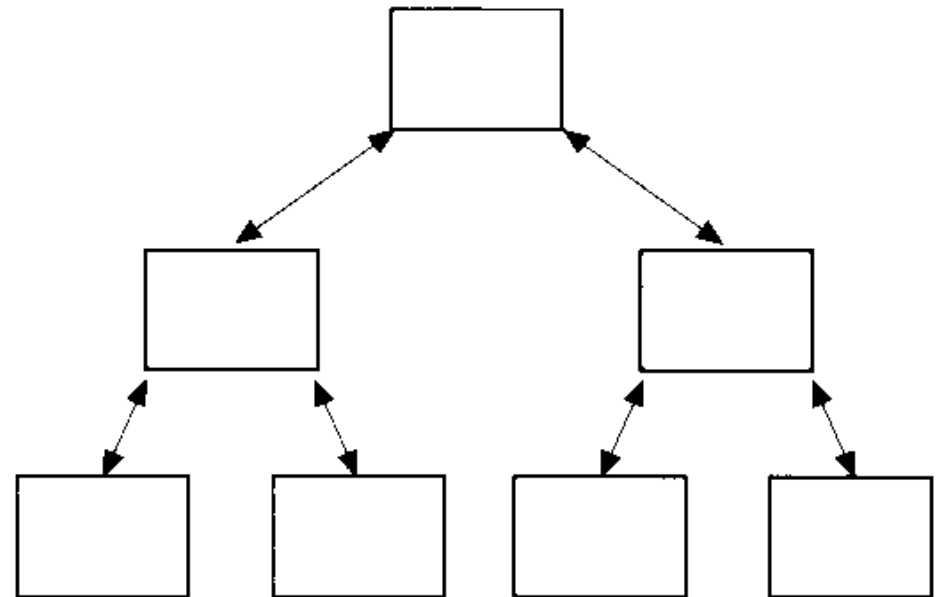


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Organizational Cultural Analysis



Heterarchy

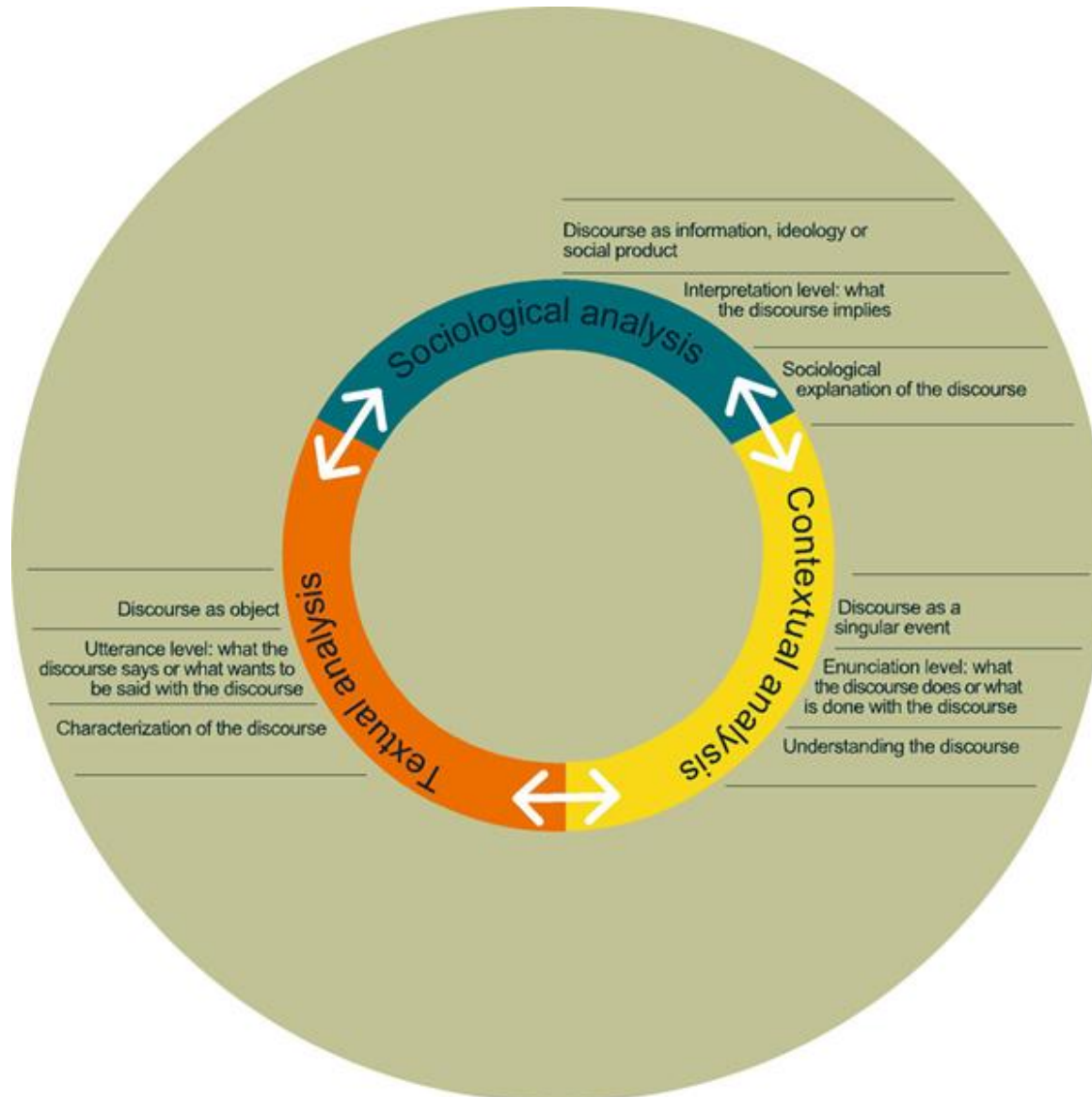


Hierarchy



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Critical Discourse Analysis





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Methodology—Military and Civilians in Missions

- **Doc and Lit Review**
- **Background Interviews**
- **Semi-Structured Interviews**
- **Surveys:**
 - **Asia and Middle East Missions**
 - **Military Personnel**
 - **Provincial Reconstruction Team Members**
- **Analytical Tools**
 - **key word frequency**
 - **discourse analysis**
 - **descriptive statistics**
 - **inferential statistics**



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Methodology—Provincial Reconstruction Teams

- **Doc and Lit Review**
- **Archival Research on Civilian Operations and Revolutionary Development Support (CORDS) Program**
- **Semi-Structured Interviews**
- **Survey**





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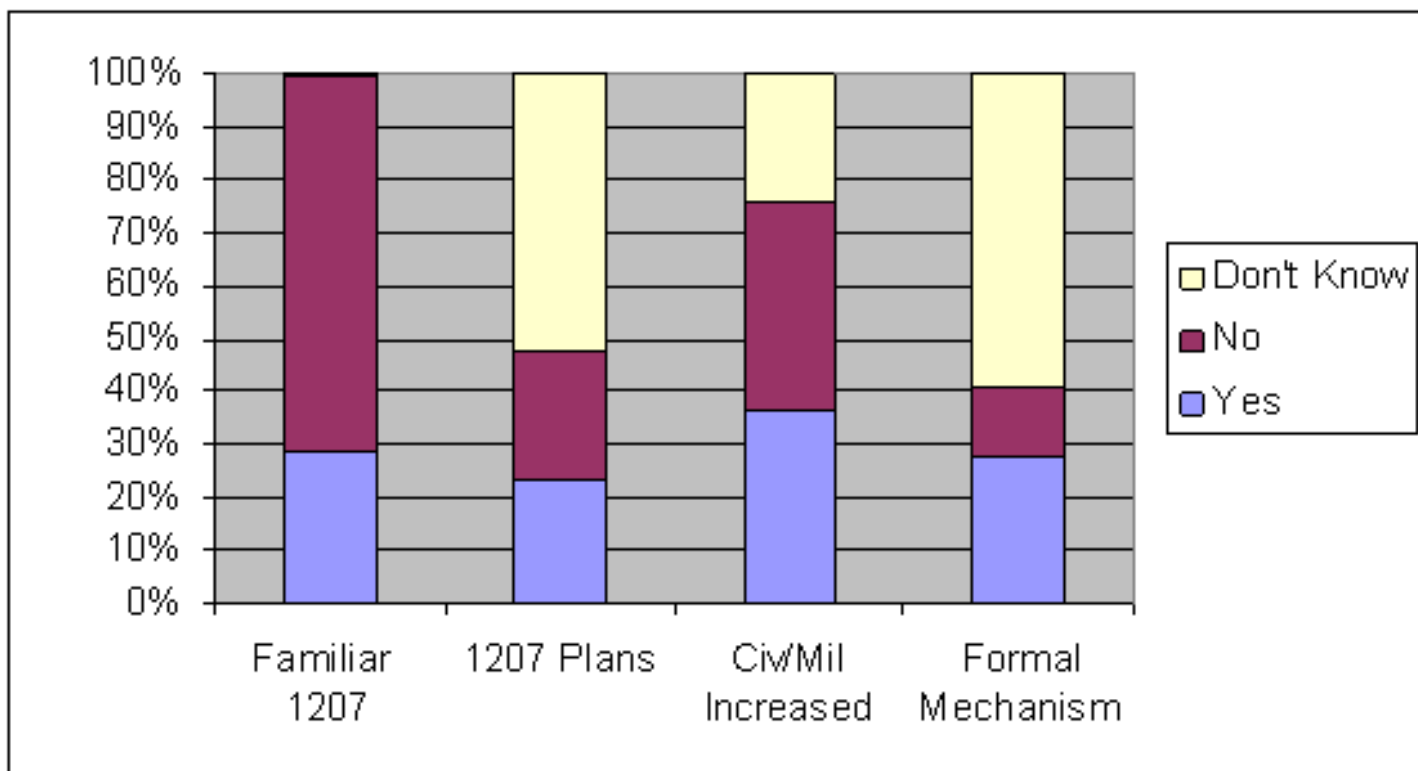
Data Limitations and Other Considerations

- **Survey of perceptions and attitudes—not projects**
- **Military response about 40% of Civilian**
- **Ten to twelve percent sample of Missions on survey**
- **Third Party Sources:**
 - **Interviews with Provincial Reconstruction Team (PRT) Members from other sources**
 - **PRT Survey conducted by National Defense University**



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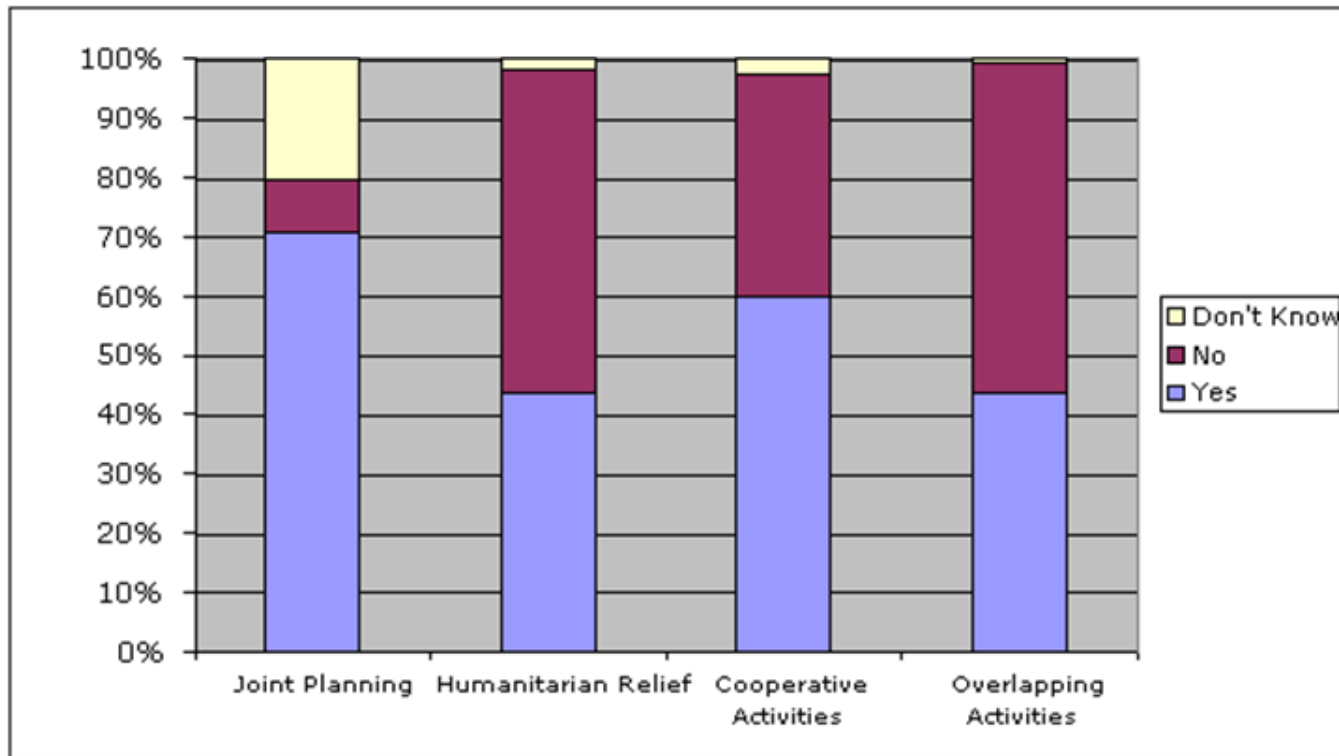
Civilians—What they know and don't know about Civ/Mil cooperation





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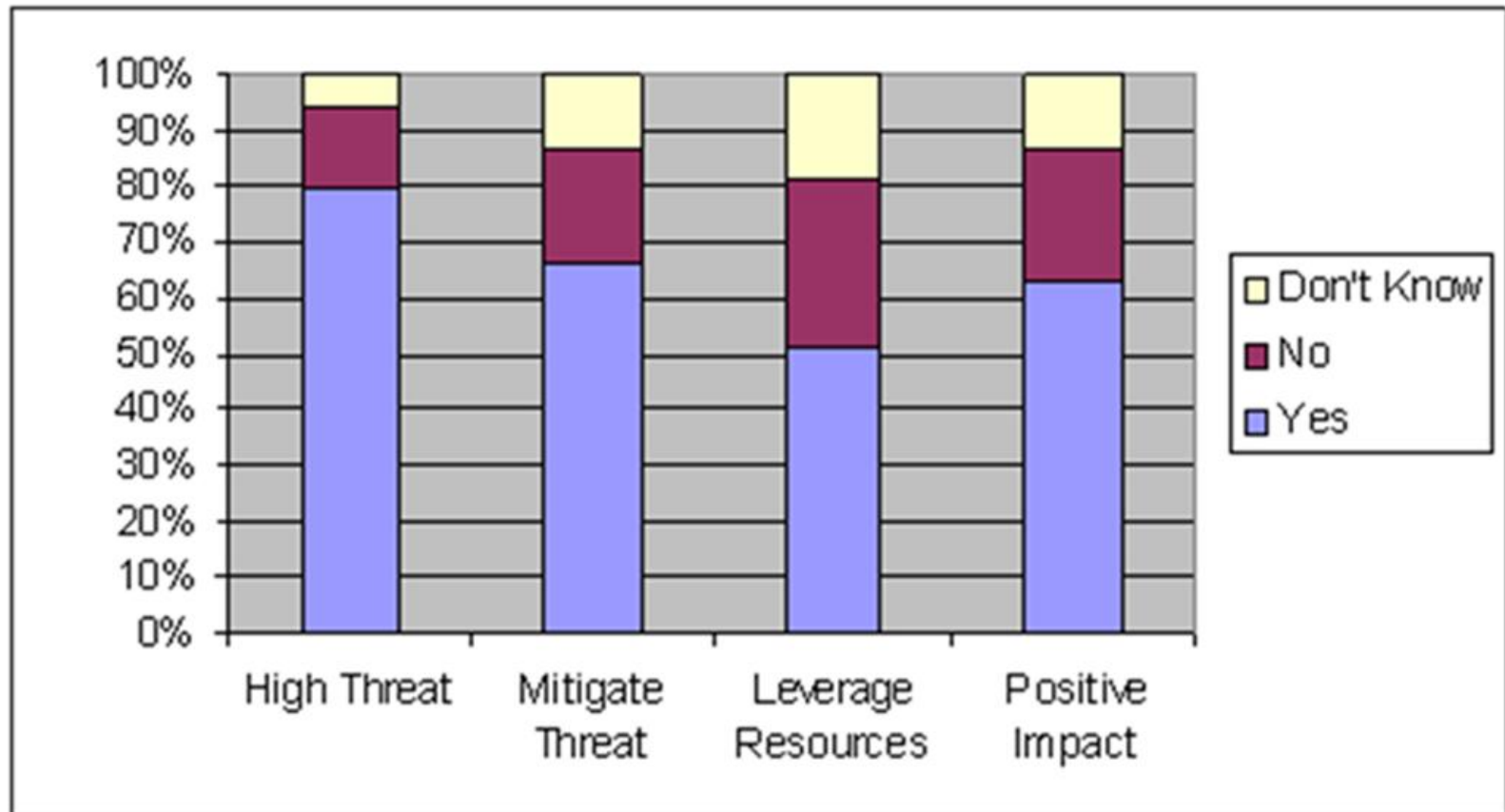
Civilians—What they work on with the Military





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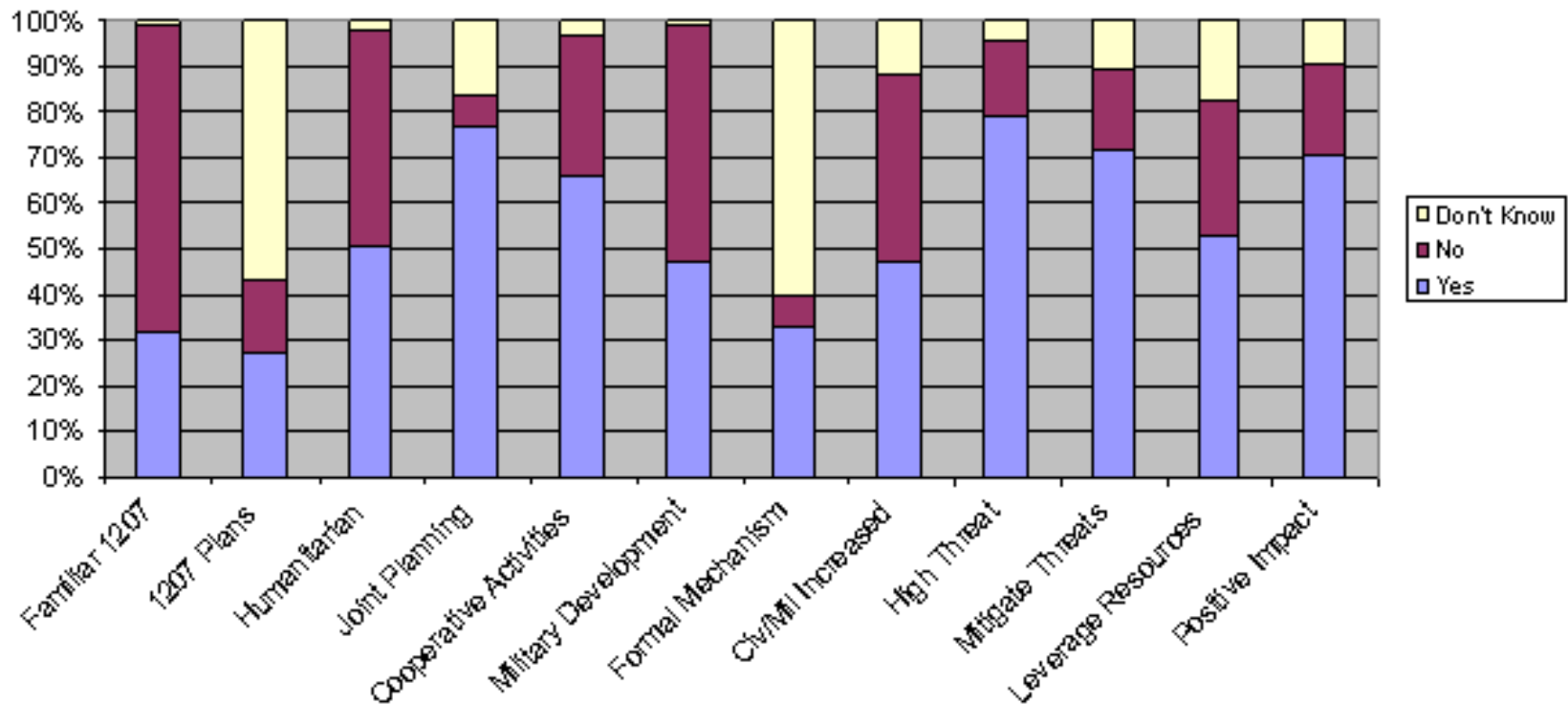
Civilians—Advantages and disadvantages of working with the military





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Asia Missions--Survey Responses

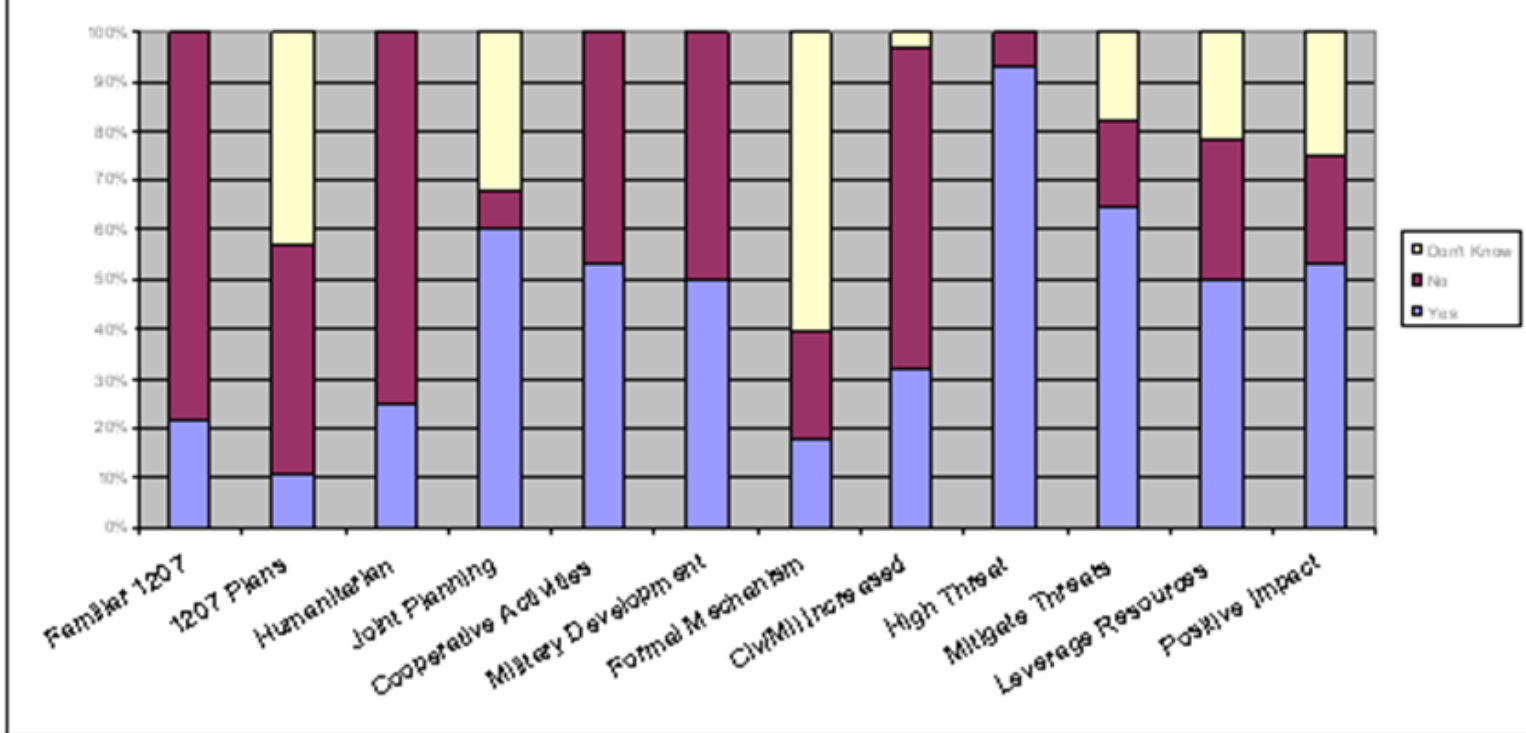


Asia Missions—More Civ/Mil Experience/More Positive Responses



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Middle East Missions--Survey Responses

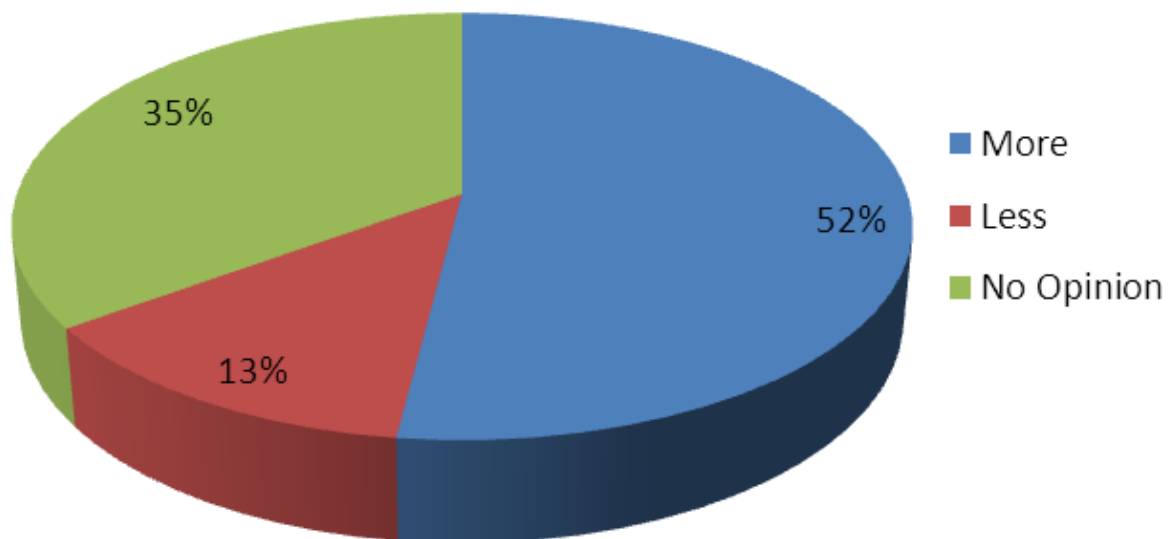


Middle East Missions—Less Knowledge and Experience/Less Positive Responses



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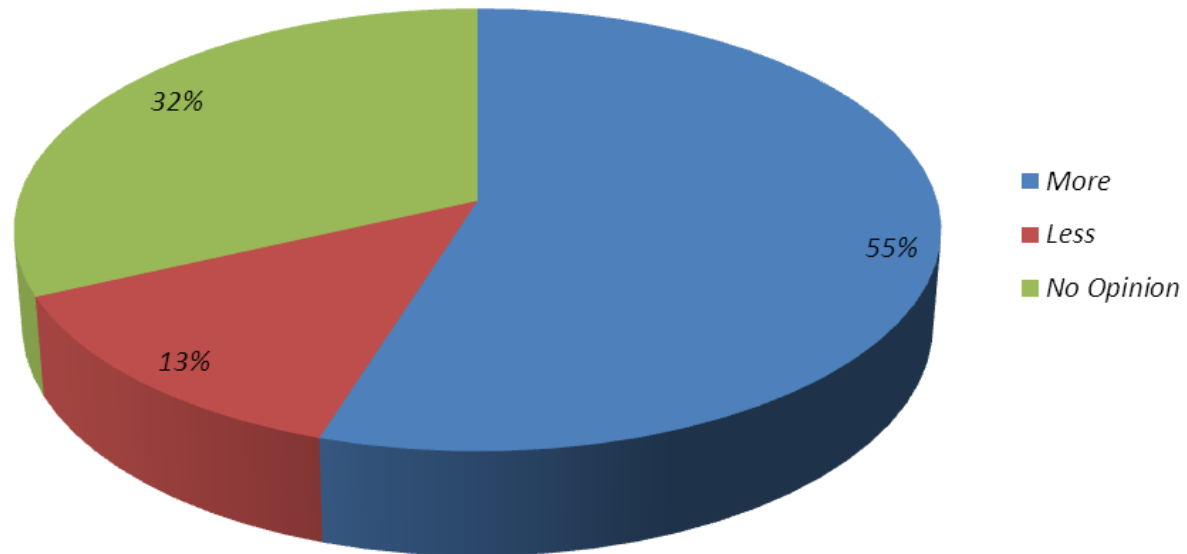
Civilians--Should the Military Be More or Less Engaged in Development Activities?





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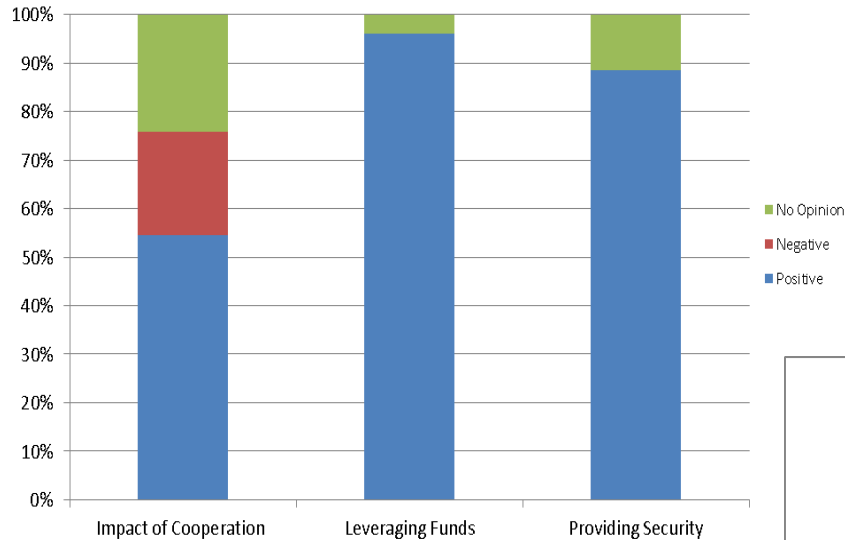
Military--Should Military Be More or Less Engaged in Development?





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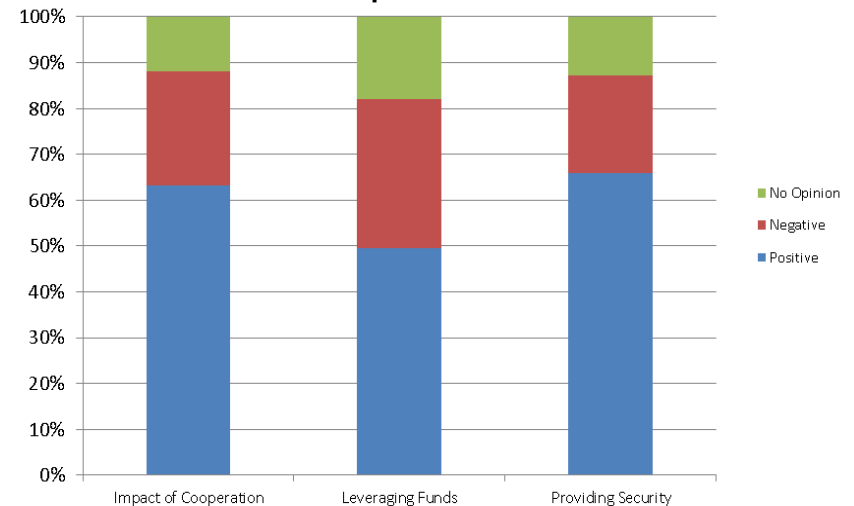
Military Perceptions of Aspects of Civ/Mil Cooperation



Military is less positive about impact/More positive about funding and security

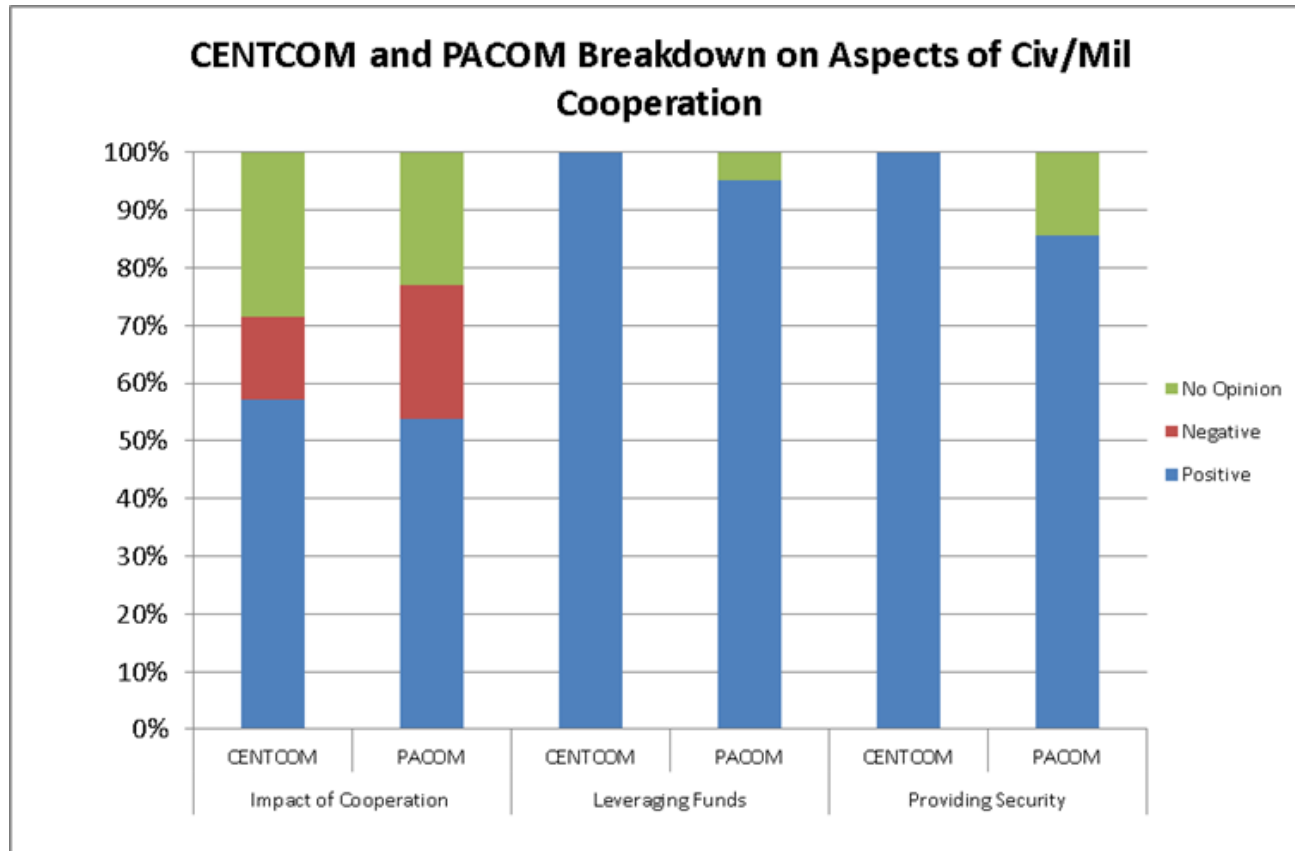
Civilians are more positive about Impact/Less positive about funding and security/ More unsure about all three

USAID Civilian Perceptions of Aspects of Civ/Mil Cooperation





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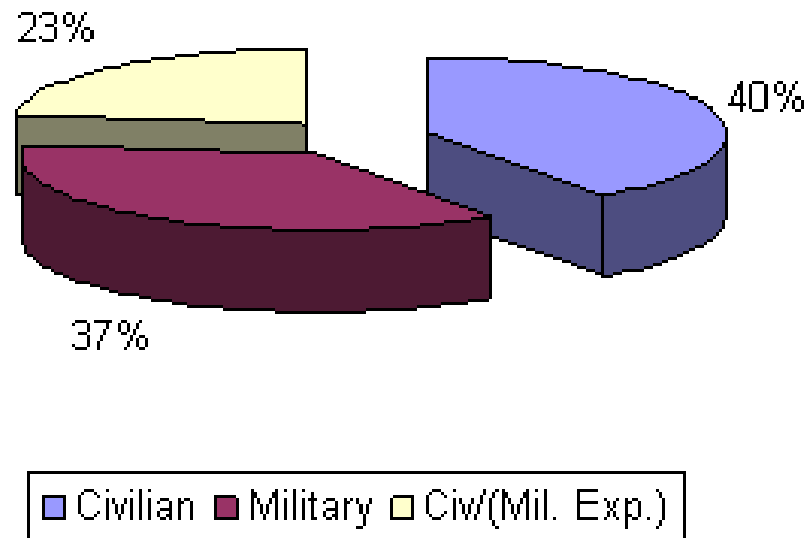
CENTCOM a little more positive than PACOM



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Characteristics of PRT Responders

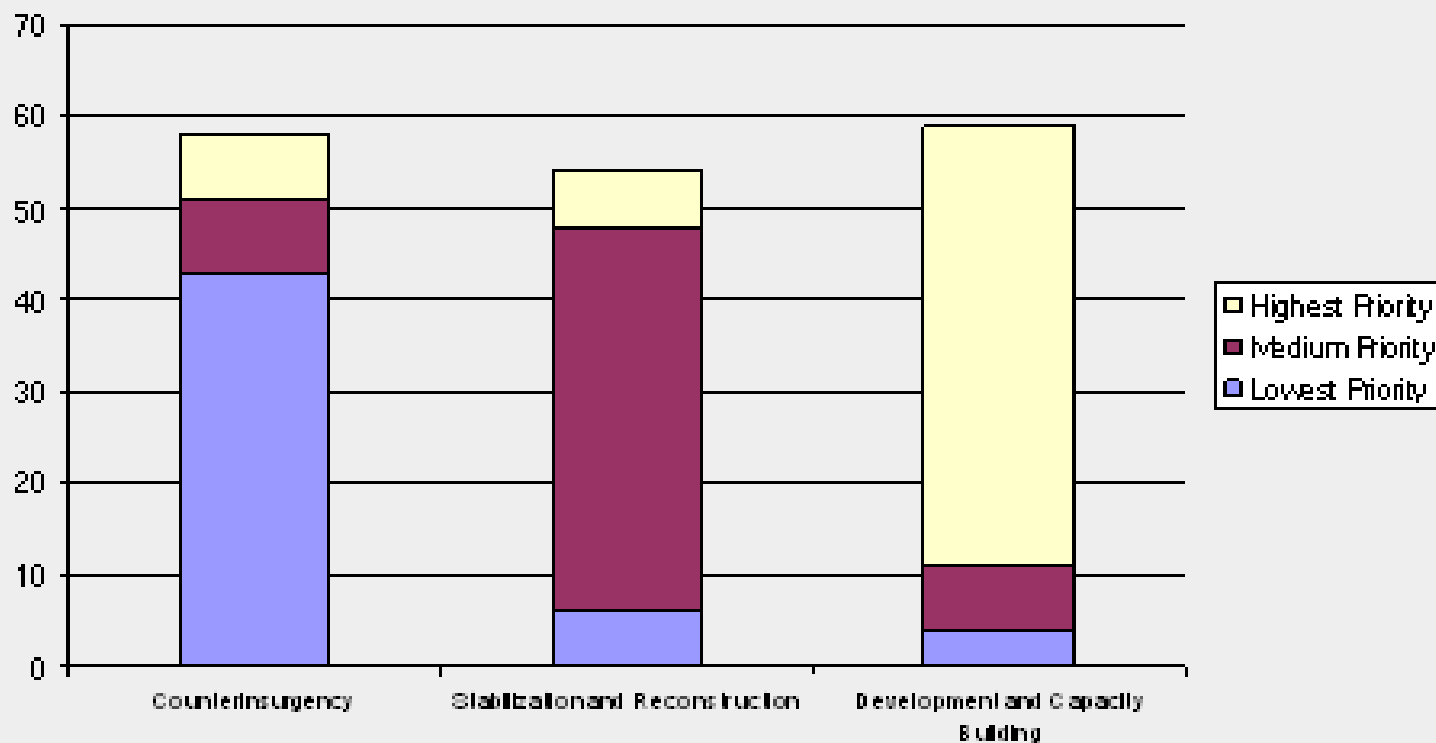
Characteristics of 70 PRT Survey Responders





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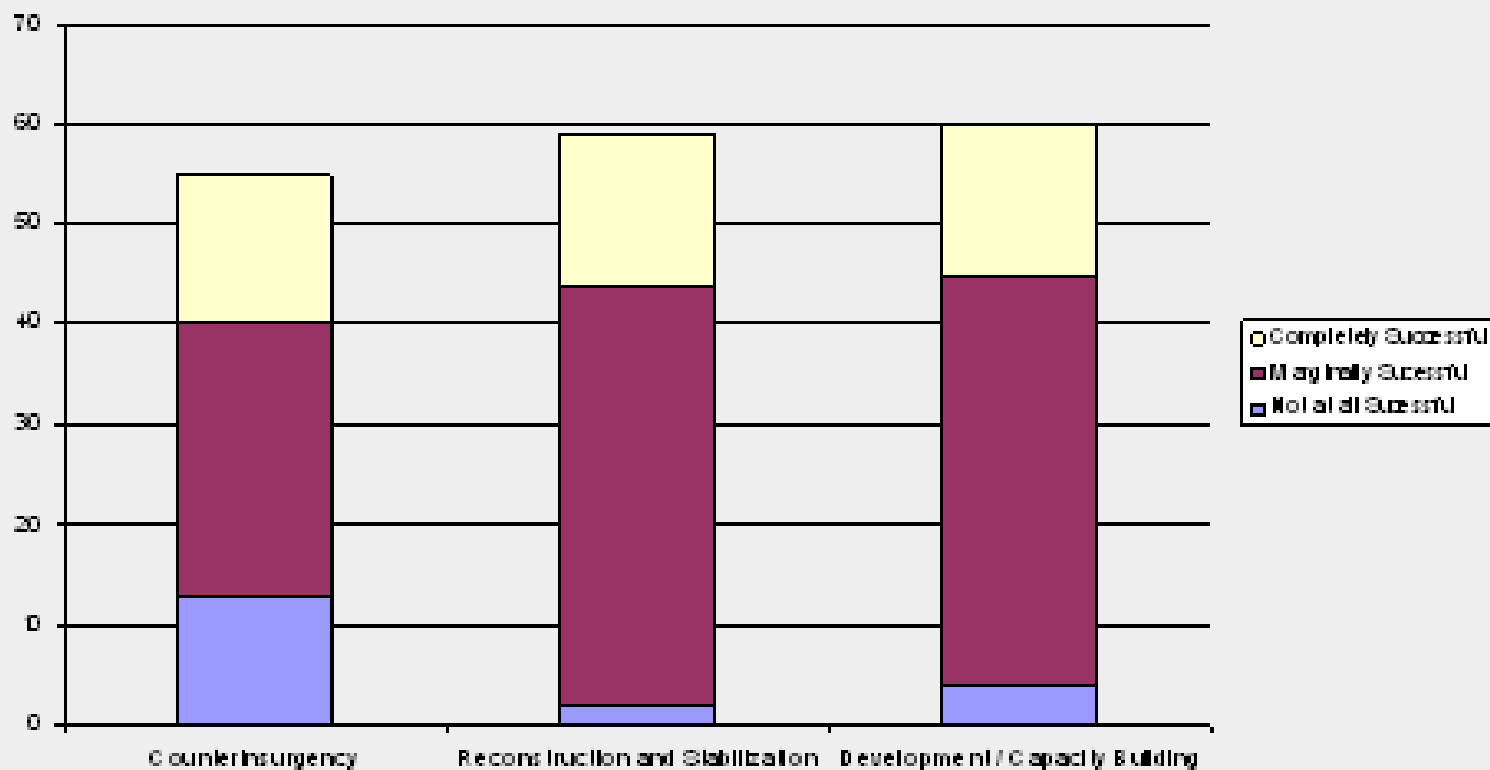
What is your understanding of the PRTs' mission? Please rate the following missions in order of priority from highest to lowest.





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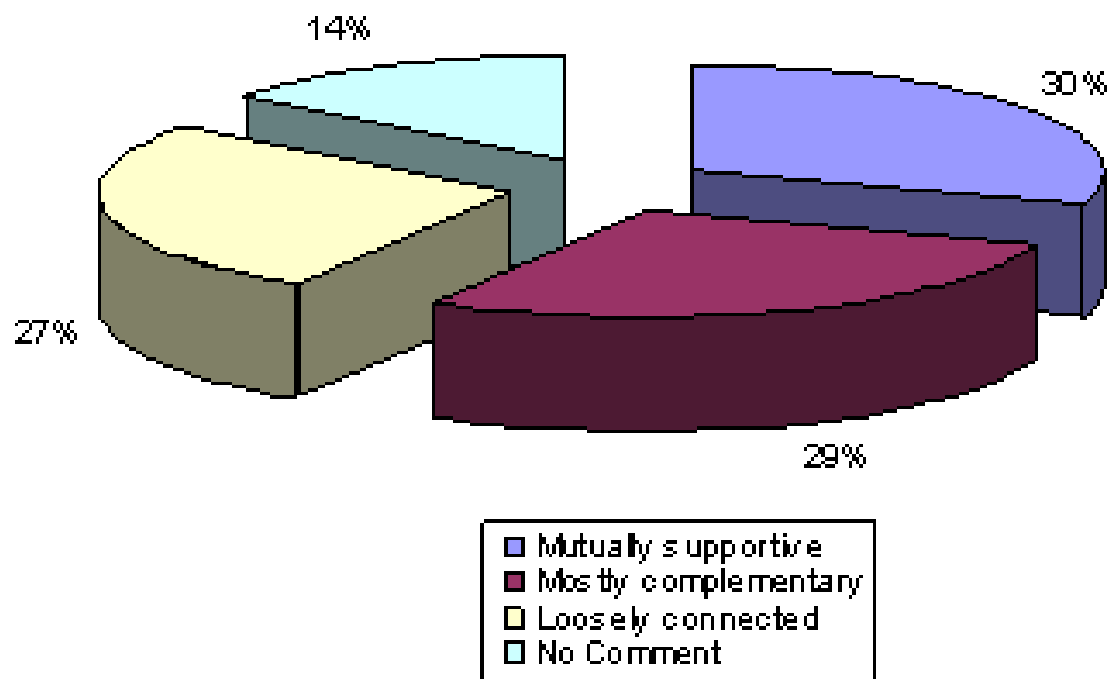
How successful was the PRT in pursuing that mission? Please check all that apply.





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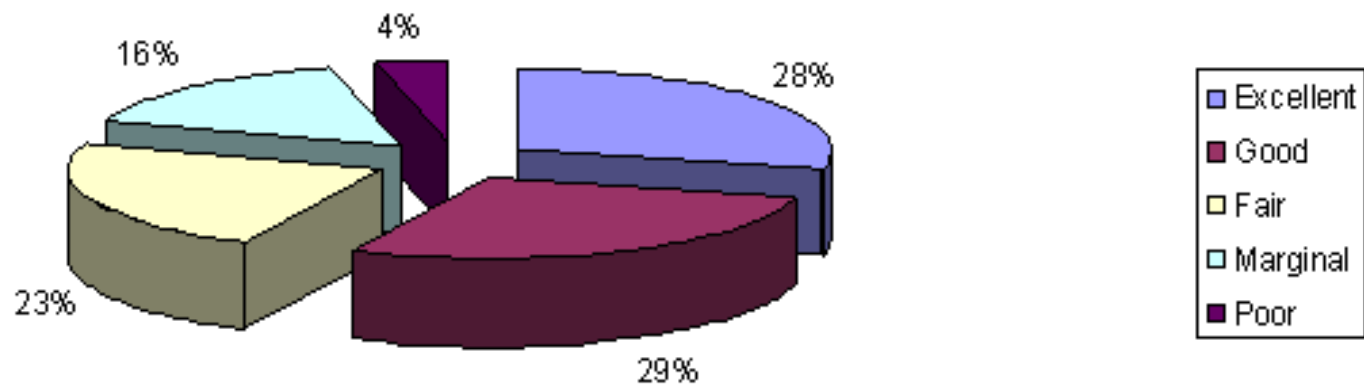
Relationship to Military Mission





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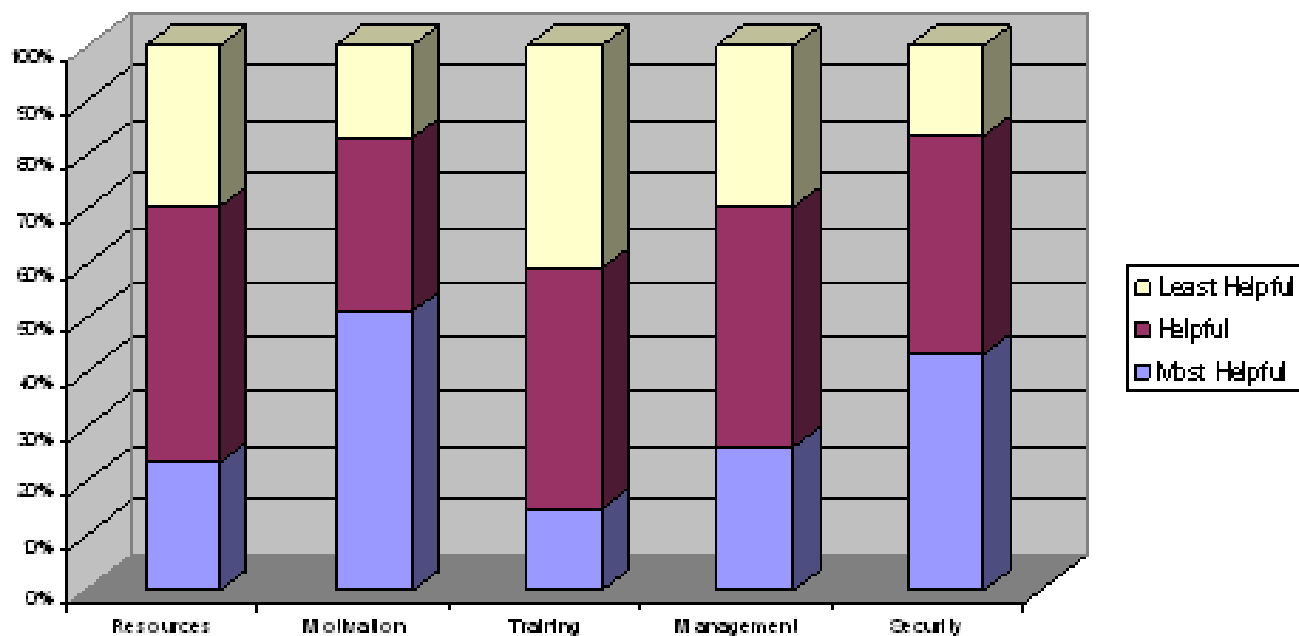
Integration Between Civilian and Military Actors on PRT's





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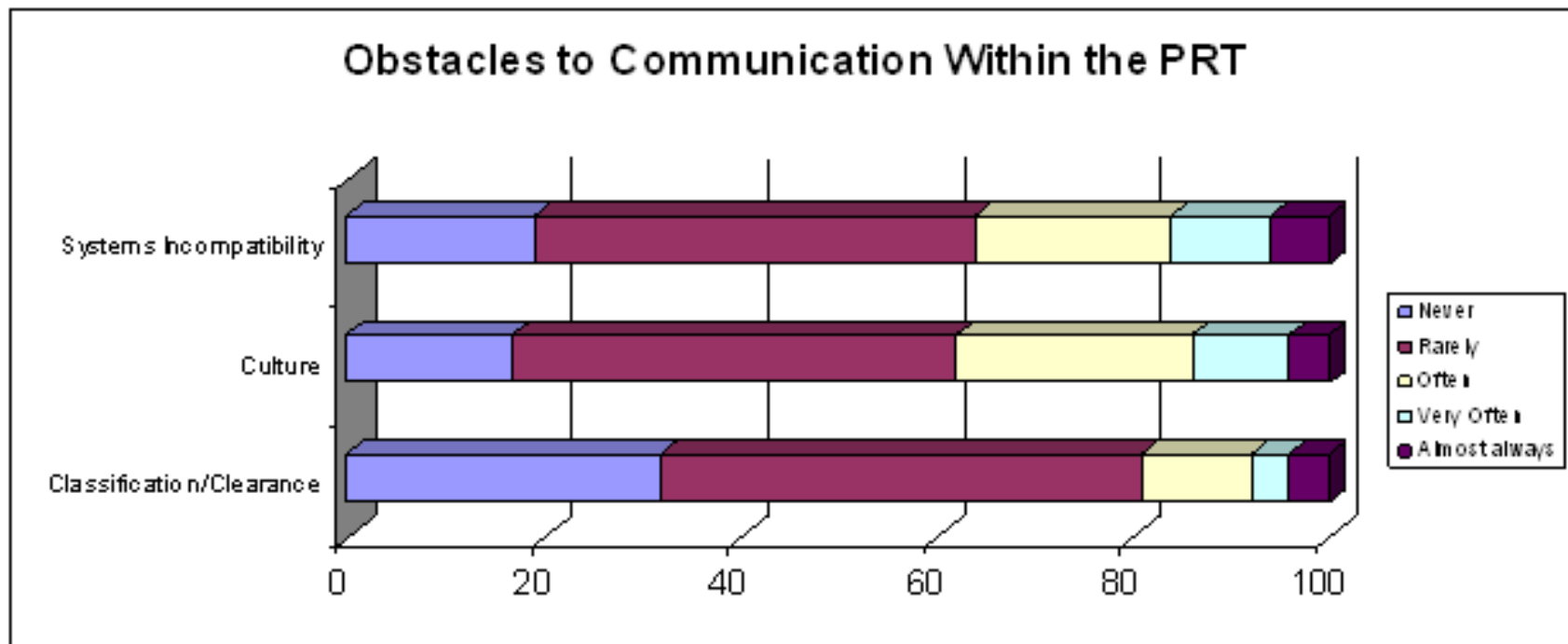
Most Helpful Factors in Achieving PRT Goals





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Obstacles to working together





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Conclusions

What do civilians and military personnel perceive are the advantages and disadvantages of their partnership?

- *Identity issues primary concern*
- *Military values development expertise of civilians*
- *Military and Civilians mutually agree cooperation leverages funding/assures security*
- *Civilians believe cooperation is short term phenomenon*
- *Both believe military is too focused on infrastructure, quick projects*





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Do Civilian and military personnel believe that Civil/Military Cooperation is good for development?

Military uncertain about its role in development
Military and civilian objectives don't mesh
Civilians and military are marginally positive about Civ/Mil's role in development



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How much do differences in organizational cultures interfere with effective Civil/Military Cooperation in development?

Military doesn't recognize civilians as leaders

Civilians don't recognize themselves as leaders

Communication and personality issues are obstacles





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PRT Questions

Did you understand your mission?

Counterinsurgency is not understood well

There is little clarity among civilians about mission

Military is more positive/clear on its mission than civilians

Do you think you achieved your mission?

PRT members not confident they were successful

Do you think civilian and military missions complemented each other?

There is little Civ/Mil unity on objectives and mission



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How well prepared are civilians and military personnel to work together?

Training is inadequate for this purpose

There is not enough teambuilding

Not enough preparation for dealing with human factors (personality, motivation, communication)

Despite this, most believe that PRT civ and mil members integrated fairly well



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Recommendations

- 1. Regular joint meetings**
- 2. More joint training**
- 3. Improved training on cooperation aspects**
- 4. More leadership by development professionals**
- 5. Joint planning and evaluation of projects**
- 6. Short-term civ/mil programs phase-in to longer term projects**
- 7. Clear mission and objectives**
- 8. Prioritize unity of effort**
- 9. Better understanding of organizational culture differences**



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